Campus Alberta Quality Council

Ninth Annual Report

1 April 2012 • 31 March 2013

Alberta
Enterprise and
Advanced Education

Campus Alberta Quality Council

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29 July 2013

Honourable Thomas Lukaszuk
Deputy Premier and
Minister of Enterprise and Advanced Education
Room 408 Legislature Building
10800 97 Avenue
Edmonton, AB T5K 2B6

Dear Mr. Lukaszuk:

RE: Campus Alberta Quality Council Ninth Annual Report

On behalf of the Campus Alberta Quality Council (CAQC), I have the pleasure of providing you with our Ninth Annual Report for the period 1 April 2012 through 31 March 2013.

This report highlights some of the main activities in which CAQC has been engaged during a busy and productive year. On Council's recommendation, you and the former Minister of Enterprise and Advanced Education, the Honourable Stephen Khan, approved an additional eight degree programs proposed by resident and non-resident institutions. Four of these new programs were at the undergraduate level and four at the graduate level. Each program recommended for approval to the Minister has been thoroughly examined and evaluated using the standards established and published by CAQC.

During the reporting year, Council conducted a comprehensive evaluation of one institution to ensure that its quality standards continue to be met. We also worked towards achieving the priority initiatives as identified in CAQC's Action Plan 2012-2015. In particular, Council revised the Graduate Program Evaluation Framework and developed the Framework for Comprehensive Evaluations. It also revised guidelines for institutions' cyclical program reviews, provided feedback to institutional stakeholders on new collaborative delivery of programs, and participated in the Ministry's review of CAQC. Council continued participating in the two-year audit pilot designed to review the internal quality assurance policies and their application at the Comprehensive Academic Research Institutions. We expect to comment on the completion of this project in next year's report.

We are committed to the quality of the degree-level programming offered in Alberta and continue to be confident that institutions within the system share that responsibility with Council and with the Ministry. I would like to acknowledge Council members, Marilyn Patton, Director and the three other members who comprise the highly skilled and professional Secretariat, Guy Germain, Alex Makar and Shirley Miskowicz-Thomson. I thank you and other members of your Ministry for your on-going understanding and support.

Sincerely,

Olive Yonge

Olive Yonge, PhD
Chair

CAQC Mandate

The Campus Alberta Quality Council is an arms-length quality assurance agency that makes recommendations to the Minister of Enterprise and Advanced Education (EAE) on applications from post-secondary institutions seeking to offer new degree programs in Alberta under the terms of the *Post-secondary Learning Act (PSLA)* and the Programs of Study Regulation (91/2009). The Campus Alberta Quality Council Mandate and Roles Document, which was co-signed by the Minister and Council Chair, outlines the Minister's and Council's responsibilities and accountabilities.

Other than degrees in divinity, all new degree programs to be offered in Alberta must be approved by the government. Council is charged with the quality review of the new degree program proposals referred to it by the Minister and submitted by:

- resident public and private institutions (both for-profit and non-profit)
- non-resident (out-of-province) public and private institutions (both for-profit and non-profit).

In addition, Council monitors degree programs approved on its recommendation to ensure its standards of quality continue to be met.

Activities of Council

Council is committed to ensuring the quality of proposed degrees, and also encourages institutions that offer approved degree programs in Alberta to continue enhancing the quality of their degree programs. During the reporting year, Council focused on the following activities:

- conducting program evaluations and making recommendations to the Minister on applications from post-secondary institutions seeking to offer new degree programs
- developing and refining Council's procedures and assessment practices with respect to program proposals prepared by post-secondary institutions applying to offer degree programming in Alberta
- monitoring approved degree programs to ensure their compliance with Council's conditions and quality standards
- collaborating with Ministry officials with respect to refining program approval processes
- offering advice to institutions on Council's quality standards and review and monitoring processes
- participating in the Ministry's review of CAQC
- communicating the role of Council to stakeholders within the province and to relevant national bodies, as well as to other provincial quality assurance agencies and the public
- proactively scanning the best quality assurance practices in other jurisdictions and seeking new opportunities to provide value-added services.

In 2012-2013, Council held five meetings, and in keeping with its desire to visit institutions met at the Alberta College of Art and Design, Ambrose University College and Grant MacEwan University. During the meetings, the host institution had an opportunity to make a presentation to Council members on its current programs, quality assurance processes and future plans.

Action Plan 2012-2015

As required by the *Public Agencies Governance Framework*, all advisory councils accountable to the Minister of EAE are expected to have an action plan identifying priorities to be undertaken during a three-year planning cycle in order to fulfill their mandates. To align its work with this expectation, Council adopted its first Action Plan at the April 2012 meeting. The plan outlines three goals and 10 priority initiatives aligning the work of Council with the Ministry's 2012-15 Business Plan. As of 31 March 2013, the status of the implementation of CAQC's priority initiatives was as follows:

Goal 1

CAQC's quality review processes are well-developed, efficient and evidence-based.

- *Enhance the evaluation of graduate program proposals by revising Council's graduate assessment standards and guidelines in cooperation with institutional stakeholders.*
  - Results achieved:
    - Made revisions to graduate assessment standards, expectations for design and structure of graduate degrees and the Graduate Program Evaluation Framework.
- *Support collaboration within Campus Alberta by ensuring that new collaborative degree arrangements, developed on the basis of the programs approved on Council's recommendation, meet Council's quality standards and conditions.*
  - Results achieved:
    - Provided important feedback on Mount Royal University-Red Deer College's Bachelor of Business Administration collaborative program delivery agreement, which will impact other such agreements (ongoing initiative).
    - Reviewed and provided feedback to the Ministry on two guideline documents, *Guidelines for Collaborative Delivery of Undergraduate Degrees in Alberta* and *Alberta Post-secondary Institution Guidelines for Brokering Programs.*
- *Refine Council's quality assessment processes and guidelines with respect to program proposals from non-resident institutions.*
  - Results achieved:
    - Currently finalizing review of Part B of the proposal template. Once the template has been finalized, Council will determine the impact on the proposal template for non-resident institutions (ongoing initiative).

Goal 2

Degree programs approved on recommendation of CAQC continue to meet Council's quality standards and conditions.

- *Align CAQC's expectations and practices to reflect Council's new monitoring principles.*
  - Results achieved: (ongoing initiative) During the reporting period Council supported institutions
    - in establishing robust internal quality assurance mechanisms through adopting changes to section 5.2.3 (Results of Institution's Cyclical Program Evaluations) and Appendix I (Independent Academic Experts) in its *Handbook*
    - by providing feedback on institutions' cyclical program review policies.
- *In collaboration with the Alberta Universities Association (AUA) and the Ministry, complete a two-year Quality Assurance Audit Pilot Project.* [1]
  - Results achieved:
    - By end of the reporting period, the Audit Pilot Project Task Force completed audits at three CARIs (the University of Alberta, the University of Lethbridge and the University of Calgary) and the audit at Athabasca University was underway.
    - Prepared and submitted to CAQC and CARI an interim report providing a midpoint assessment of the project in August 2012.
- *Develop a Framework for Comprehensive Evaluations for use by Council's comprehensive evaluation review teams.*
  - Results achieved:
    - Based on earlier revisions to comprehensive evaluation guidelines, developed the Framework for Comprehensive Evaluations, which was then used by Council's comprehensive review team evaluating Grant MacEwan University in October 2012.

[1] The Quality Assurance Audit Pilot is a two-year collaborative project of CAQC, CARI and the Ministry. The objective of the project is to ascertain that each of the four Comprehensive Academic Research Institutions has a quality assurance process for its degree programs that meets the Minister's expectations and that it has applied the process and addressed the review findings with an appropriate response.

- *Work with the Ministry to ensure alignment of Council's monitoring practices with AET's priority initiative 1.3*[2]
  - Results achieved: Worked with Ministry officials in
    - conducting a compliance project for one institution, the main purpose of which was to assist the institution in completing cyclical program reviews of its degree programs and ensuring it had a plan to increase scholarly activity of faculty
    - clarifying the monitoring expectations for one institution after its comprehensive evaluation.

Goal 3

Council effectively communicates and collaborates with its stakeholders to maintain trust and serve the best interests of learners.

- *Increase Council's communication with its institutional stakeholders to enhance their understanding of Council's role and processes.*
  - Results achieved:
    - Communicated regularly with officials from post-secondary institutions to explain Council's principles and procedures (e.g., regarding forthcoming comprehensive evaluations) and to seek input on the best ways to serve the interests of the post-secondary system and its learners.
    - Continued to collect feedback from applicant institutions regarding the efficiency of Council's review processes.
    - Continued to work with CARIs on implementing the joint audit pilot project.
    - Regularly updated content on Council's website, including any revisions to the *CAQC Handbook*.
- *Through Council's Chair, enhance regular communication with the Minister and senior Ministry officials.*
  - Results achieved: Met (in person or via teleconference) with senior officials from the department to:
    - ensure effective communication between Council and the Ministry
    - clarify Council's role within the larger context of EAE's business processes
    - fill vacancies on Council for Chair and members
    - provide Council's input into Ministry discussion with respect to quality assurance and accountability in the post-secondary system in Alberta
    - develop expectations with respect to the collaborative delivery of degrees
    - discuss the status of the Ministry's review of CAQC.
- *Through Council's Secretariat, enhance consultation with the Council of Ministers of Education, Canada's Quality Assurance Subcommittee and post-secondary quality assurance agencies in Canada.*
  - Results achieved:
    - Continued to enhance collaboration and communication with relevant bodies across Canada and internationally.
    - Continued to promote recognition of Alberta's degree credentials through the Council of Ministers of Education, Canada (CMEC) Quality Assurance Committee, which is chaired by Marilyn Patton, Director of CAQC's Secretariat.
    - Participated in regular teleconferences with members of the quality assurance agency secretariats in other provinces to share information on effective practice and/or when there is a need to discuss specific issues related to degree programming in Alberta.

[2] Priority initiative 1.3 was part of the Advanced Education and Technology 2012-15 Business Plan and stated: "Implement strategies to align quality assurance, program approval and accountability mechanisms to promote excellence, innovation and sustainability within the advanced learning system."

Other Activities

Council also conducted other activities to fulfill its mandate.

Committees

Council has two standing committees that do their work and make decisions primarily via a SharePoint site. In addition, one ad-hoc committee completed its work during the reporting period.

Proposal Review Standing Committee

In keeping with its commitment to make decisions expeditiously, Council's Proposal Review Standing Committee (PRSC) acts on behalf of the full Council in reviewing requests for expedited reviews, conducting desk reviews of proposals granted fully expedited reviews (FER) and reviewing substantive changes to approved degree programs. In 2012-2013, PRSC

- reviewed 10 FER requests; two FER requests were under its consideration as of 31 March 2013
- completed nine program desk reviews
- completed review of documentation with respect to the collaborative delivery of one program; review of another collaborative delivery arrangement was underway at the end of the reporting period.

PRSC also began revising the degree program proposal templates.

Monitoring Standing Committee

In 2012-2013, the Monitoring Standing Committee (MSC)

- assessed and provided feedback on the annual reporting submitted by 10 resident and six non-resident institutions
- assessed the results of the compliance project for one institution
- provided feedback on the draft quality assurance and cyclical review policies for one institution.

Graduate Programs Standards Subcommittee

This subcommittee completed its work on revising the graduate program assessment standards and Graduate Program Evaluation Framework and was subsequently dissolved.

Stakeholder Engagement

In addition to stakeholder engagement reported under the Action Plan's priority initiatives, Council continued to collaborate with the Alberta Council on Admissions and Transfer (ACAT). ACAT's Chair, Ron Woodward, participated in the Council's retreat in September 2012 to discuss future collaboration opportunities between the two agencies. As well, CAQC's Secretariat has shared relevant information with ACAT's Secretariat on a regular basis.

On CAQC's invitation, senior EAE officials attended CAQC meetings including David Morhart, Deputy Minister, Gord Johnston, Assistant Deputy Minister of Advanced Learning and Community Partnerships Division, and Kurt Schreiner, Executive Director of the Strategic Directions Sector to provide an overview of the new Ministry initiatives as well as to discuss the role of CAQC.

Conferences and Presentations

As it is important that Council's assessments be recognized and understood both within and outside the province, Council's Chair and Secretariat Director attended meetings and conferences and, in some cases, made presentations relating to the work of Council. These included:

Event	*Location*	*Attendee(s)*
Campus Alberta Workshop and Dialogue on Open Educational Resources	*Edmonton, AB*	*Olive Yonge, Marilyn Patton*
Presentation on Toolkit at International Educators Session (hosted by EAE)	*Edmonton, AB*	*Olive Yonge, Marilyn Patton*
Ignite: Ideas for Post-Secondary Education Conference	*Edmonton, AB*	*Olive Yonge*

Evaluations and Recommendations

The process of approval for new degree programs being proposed in Alberta is as follows[3]:

Application to the Minister

↓

System coordination review by Ministry

↓

Referral to Council for organizational review (if necessary) and program quality review

↓

Council's recommendation to the Minister

↓

Minister's Decision

Council's evaluation process is rigorous, depends heavily on impartial external peer-review, and takes into consideration the experience of an institution in offering degree programming. When an institution proposes its first degree program, a first degree program at a new level, or other precedent-setting degree, it will normally be subject to a full assessment by Council, including both an organizational and a program review.

For institutions that have experience in offering degree programs at the level of the degree being proposed, a fully expedited review (no organizational evaluation and a desk review by Council's PRSC and Secretariat rather than engaging external evaluators for the program review) or partially expedited review (one not requiring an organizational evaluation) may be possible. Council's criteria for granting expedited reviews are published on its website.

Council is committed to having review processes that are iterative and facilitative in nature, especially in cases when, in Council's opinion, a proposed degree program has potential for development and improvement (CAQC's operating principle 9). Council works closely with institutions during the review process and after a program's approval to foster its continuous development and enhancement.

Applications Referred to Council and Council Recommendations

In 2012-2013, Council submitted recommendations to the Minister on five baccalaureate and eight graduate programs. One program was subject to a partially expedited review using a CAQC-appointed external evaluation team. The remaining 12 programs underwent fully expedited desk reviews by PRSC acting on behalf of Council. Subsequently, the Minister approved eight of these programs on Council's recommendation and was considering the remaining five programs as of 31 March 2013.

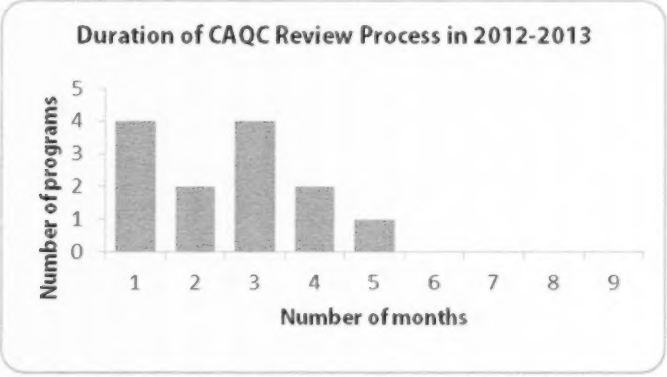
As of the end of the reporting period, Council is reviewing 11 applications including 10 from resident Alberta institutions (nine baccalaureate and one graduate program) and one graduate program from a non-resident institution.

In 2012-2013, the time between Council's receipt of an institution's full program proposal and its recommendation to the Minister ranged from 26 to 149 days, with 77% of the proposals reviewed within 75 days (calculation does not include time when Council was awaiting for additional documentation from institutions during its review process). This is a significant decrease in processing time in comparison with the previous reporting period, when 50% of the proposals were reviewed within 150 days after receiving a final proposal. The decrease in processing time occurred because the proportion of proposals subjected to a fully expedited review significantly increased in 2012-2013 compared with 2011-2012 (92% vs. 57%) and because a larger proportion of the proposals reviewed by PRSC in 2012-2013 did not require receipt and review of additional information from institutions.

[3] A complete description of the program approval process in Alberta including the role of CAQC can be found on Council's website at http://www.caqc.gov.ab.ca/application-process/degree-program-approval-process.aspx.

Overall, the time Council needs to make a recommendation is affected by various factors such as

- the completeness of the institution's final proposal (e.g., presence of reports by independent academic experts),
- whether or not an organizational evaluation is required before the program review,
- the time it takes to recruit external reviewers and establish a site visit date mutually agreeable to all reviewers and the institution (e.g., reviews typically do not occur in the summer), and
- whether or not the institution is asked to provide further refinements of the proposal or supply missing information before a recommendation can be made to the Minister.



The following table outlines the proposals referred to Council by the Minister and the degree programs approved by the Minister on recommendation of Council between 1 April 2012 and 31 March 2013.

Alberta Public Institutions Program	Type of Review	CAQC Recommendation/ Status	Minister's Decision	Date
Alberta College of Art and Design				
Master of Fine Arts in Craft Media	*Organizational & Program*	*Under Review (with Institution)*		
Grant MacEwan University				
4-year Bachelor of Psychiatric Nursing	*Program*	*Recommendation Submitted*	*Under Consideration*	
Mount Royal University				
4-year Bachelor of Child Studies (Child and Youth Care)	*Program*	*Under Review*		
4-year Bachelor of Child Studies (Early Learning and Child Care)	*Program*	*Under Review*		
4-year Bachelor of Science (Environmental Science)	*Program**	*To Approve*	*Approved*	*12 July 2012*
Northern Alberta Institute of Technology (NAIT)				
4-year Bachelor of Health Informatics	*Program*	*Under Review (with Institution)*		
4-year Bachelor of Technology in Construction Project Management	*Program*	*Under Review*		
University of Alberta				
4-year Bachelor of Science in Environmental and Conservation Science (Northern Systems)	*Program**	*Under Review*		
4-year Bachelor of Science in Radiation Therapy	*Program**	*To Approve*	*Approved*	*20 February 2013*
Master of Coaching	*Program**	*To Approve*	*Approved*	*11 January 2013*
Master of Science in Laboratory Medicine and Pathology	*Program**	*To Approve*	*Approved*	*31 January 2013*
Doctor of Philosophy in Laboratory Medicine and Pathology	*Program**	*To Approve*	*Approved*	*31 January 2013*

Alberta Public Institutions (continued) Program	Type of Review	CAQC Recommendation/ Status	Minister's Decision	Date
University of Calgary				
Master of Science (Computational Media Design)	*Program**	*Recommendation Submitted*	*Under Consideration*	
Doctor of Philosophy (Computational Media Design)	*Program**	*Recommendation Submitted*	*Under Consideration*	
Master of Arts (Communication and Culture)	*Program**	*Recommendation Submitted*	*Under Consideration*	
Doctor of Philosophy (Communication and Culture)	*Program**	*Recommendation Submitted*	*Under Consideration*	
University of Lethbridge				
4-year Bachelor of Science (Applied Statistics)	*Program**	*Under Review*		

Alberta Private Institutions Program	Type of Review	CAQC Recommendation/ Status	Minister's Decision	Date
Concordia University College of Alberta				
4-year Bachelor of Arts (Sociology)	*Program**	*To Approve*	*Approved*	*19 February 2013*
4-year Bachelor of Arts (Combined Concentrations)	*Program*	*Under Review (with Institution)*		
St. Mary's University College				
4-year Bachelor of Arts (Psychology)	*Program**	*To Approve*	*Approved*	*13 June 2012*
4-year Bachelor of Arts (Liberal Studies)	*Program*	*Under Review*		
4-year Bachelor of Science (Biology)	*Program*	*Under Review*		

Non-Resident (Out-of-Province) Institutions Program	Type of Review	CAQC Recommendation/ Status	Minister's Decision	Date
City University of Seattle				
Master of Education (Leadership in Education)	*Program*	*Under Review*		
Simon Fraser University				
Master of Education (Curriculum and Instruction: Numeracy)	*Program**	*To Approve*	*Approved*	*23 August 2012*

* Fully Expedited Review

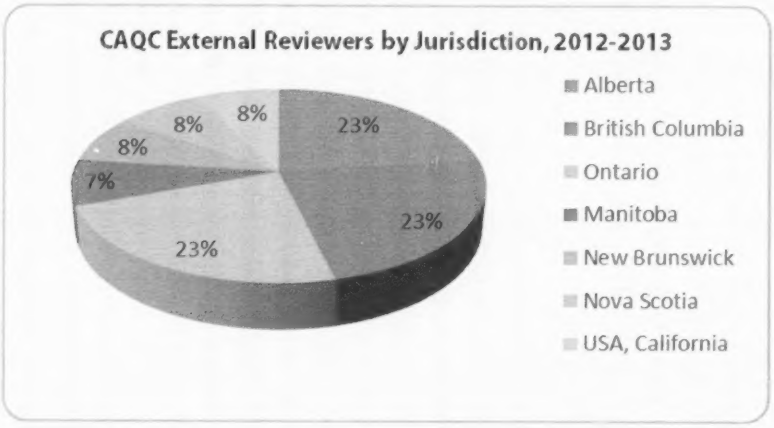
Evaluation Teams

As noted in Council's fourth operating principle, peer evaluation forms the basis of Council's assessment of the applicant's ability to implement and sustain the quality of proposed degree programs. Recruitment of appropriate external experts to assist with Council's evaluations is important as the quality of the reviewers affects the quality of the review, which in turn affects the quality of the program under review. Council ensures that the external reviewers' perspectives brought to the evaluation process are a judicious mix of relevant disciplinary expertise and an objective external point of view. Depending on the circumstance, Council employs three types of expert teams in evaluating proposed programs and monitoring approved degree programs:

- *Organizational evaluation teams* assist Council in examining the extent to which the systems and processes of the institution establish its capacity to achieve excellence in providing learning credentials at the degree level.
- *Program evaluation teams* help ensure that degree programs offered by institutions are of an acceptably high quality and comparable in quality to other degree programs in Alberta and Canada.
- *Comprehensive evaluation teams* help fulfill Council's monitoring role with respect to periodic evaluations of institutions offering approved degree programs.

Once the review is completed, team members and the institution are asked to provide feedback about their experience and offer suggestions for improving the review process. At its September 2012 annual retreat, Council members reviewed the feedback provided by the evaluation teams as well as the institutions. The feedback indicates a high level of satisfaction with the work of Council and its Secretariat.

Evaluators are typically senior academics and administrators from institutions offering approved degree programs in Alberta or elsewhere in Canada. In 2012-2013, Council's program evaluation and comprehensive evaluation teams included 13 experts (three from Alberta, nine from other Canadian provinces and one from the United States).



Council acknowledges the commitment of the following reviewers who provided evaluation services during the reporting year:

Prof. Marilyn da Silva	*California College of the Arts*
Dr. Tamer El-Diraby	*University of Toronto*
Dr. Susan Duncan	*Thompson Rivers University*
Dr. Cheryl Forchuk	*University of Western Ontario*
Prof. Liz Ingram	*University of Alberta*
Assoc. Prof. Sonya Jakubec	*Mount Royal University*
Dr. Anna Kindler	*University of British Columbia*
Dr. Doug Owram	*University of British Columbia (Okanagan)*
Dr. Jeff Rankin	*University of New Brunswick*
Dr. Renée Robinson	*Brandon University*
Dr. Janaka Ruwanpura	*University of Calgary*
Dr. Sam Scully	*Sam Scully & Associates Inc.*
Prof. Kye-Yeon Son	*NSCAD University*

Monitoring and Periodic Review

The Programs of Study Regulation (91/2009) outlines Council's responsibilities with respect to the monitoring of approved degrees.

Monitoring may take various forms including annual reporting, periodic reporting, comprehensive evaluations, as well as review of results of an institution's cyclical reviews of its programs. Council may also ask for reporting prior to or after implementation of a new program.

Annual Reporting

With the exception of CARIs, all institutions (including non-resident institutions) are required to submit their annual reporting by 1 November each year to enable Council to review the results of the assessment prepared by its MSC at its December meeting and to provide timely feedback regarding approved degree programs. Reviewing annual reporting submitted by institutions and providing feedback on the reports is one of the major monitoring activities conducted by Council. For the resident institutions not expected to undergo any further comprehensive evaluations by Council, annual reporting for each program approved on Council's recommendation is expected until an institution completes its own cyclical review of that program and Council deems the results submitted to be satisfactory.

Comprehensive Evaluation

In addition to annual reporting, Council normally conducts at least one comprehensive evaluation of an institution offering approved degree programs no sooner than in the sixth academic year after the institution begins offering its first degree program. This review includes the results of the institution's cyclical reviews of some of its approved degree program(s) using external evaluators. A subsequent comprehensive evaluation may be conducted.

In 2012-2013, Council conducted its first comprehensive evaluation of Grant MacEwan University and reaffirmed the approval of the institution's existing baccalaureate degree programs.

Council expects to conduct future comprehensive evaluations according to the following schedule:

Institution	*Academic Year*
Mount Royal University	*2013-2014*
Northern Alberta Institute of Technology	*2013-2014*
Ambrose University College	*2014-2015*
Southern Alberta Institute of Technology	*2016-2017*

Membership of Council

Council consists of 11 members appointed by the Minister, including a chair and 10 members representing expertise in the post-secondary system (brief biographical information about the members is available in Appendix 3).

In December 2012, Dr. Olive Yonge was designated as Council's Chair to replace the outgoing Chair, Dr. Ronald Bond, who completed his term on Council. Dr. Bond served two three-year terms as Chair and contributed significantly to Council's evolution as one of the leading quality assurance bodies in Canada. In addition to providing leadership to the work of the full Council, Dr. Bond was actively involved in the work of CAQC's standing committees. Council is grateful to Dr. Bond for his tireless effort and the contributions he had made to its operations. Members recognized his contributions at a special event in June 2012.

For part of the year, Dr. Peter Mahaffy, Council's Vice Chair, fulfilled the Chair's responsibilities until a new chair was designated. CAQC is thankful to him for providing the leadership to Council during that time.

On completion of his second term, Council also extends its gratitude to Dr. Leo Mos for his contributions to the work of Council.

As of 31 March 2013, there were two vacancies on Council.

The following 11 individuals served on Council in 2012-2013:

Chair	*Olive Yonge (from 19 December 2012)*	
	Ronald Bond (until 8 October 2012)	
Members	*Peter Mahaffy (Vice Chair)*	*Margaret (Peggy) Patterson*
	Judy Eifert	*Art Quinney*
	Paul Gooch	*John Waterhouse*
	Jane O'Dea	*Robert Woodrow*
	Leo Mos (until 12 July 2012)	*Olive Yonge*

CAQC Website

CAQC's website, which is updated on a regular basis, is an important tool to enhance Council's communication with its stakeholders and members of the public. The website (www.caqc.gov.ab.ca) includes information about Council, the application process for new degree proposals, its assessment standards, relevant publications (including its *Handbook*), its recommendations and applications under review, as well as links to relevant legislation and related organizations.

CAQC Secretariat

The CAQC Secretariat, a part of the Post-secondary Programs branch within the Ministry, assists the Chair and Council in their activities by performing environmental scanning, providing advice on matters of policy and procedure, organizing meetings not only for Council, but for its standing committees, ad hoc committees and task forces, helping to set meeting agendas and preparing background documentation, drafting publications, and helping to orient new members. It also provides information and advice in response to inquiries from various agencies, current and prospective applicants, and members of the public about matters related to quality assurance of new degree programs. As well, it coordinates all aspects with respect to Council's external evaluation teams and the Secretariat's Director or Manager serves as an advisory member on the teams.

To facilitate the efficiency of Council's work, the Secretariat continues to maintain and enhance a SharePoint site for members.

As of 31 March 2013, the Secretariat consisted of:

Director	*Marilyn Patton*
Manager	*Guy Germain*
Research Officer	*Alex Makar*
Office Manager	*Shirley Miskowicz-Thomson*

A Glance Back

During the reporting year, Council has continued to contribute significant value to the post-secondary system in Alberta by ensuring that newly approved degree programs provide quality educational opportunities to learners. Since its creation in 2004, Council has reviewed and recommended approval of 157 degree programs including 110 baccalaureate and 47 graduate programs. Of these 157 programs, 56 were proposed by Baccalaureate and Applied Studies Institutions, five by Polytechnical Institutions, 61 by Comprehensive Academic and Research Institutions, 21 by Independent Academic Institutions, one by a private resident institution and 13 by non-resident institutions.[4]

[4] For information on classification of post-secondary institutions in Alberta within the six sector model see Chapter 2.1.2 of the *CAQC Handbook* at www.caqc.gov.ab.ca.

After peaking at 45 recommendations in 2007-2008, the number of CAQC-recommended programs has fluctuated between eight and 23 programs annually. Although quality review of new degree proposals continues to be an important part of Council's work, its monitoring activities have increased significantly over the past years.

Degree Programs Approved on Recommendation of CAQC
(Cumulative as of 31 March 2013)

Non-Resident Institutions

Andrews University	1
Cape Breton University	1
City University of Seattle	1
Cornell-Queen's	1

Gonzaga University	2
La Sierra University	2
Simon Fraser University	1
Queen's University	2
University of Northern B.C.	1
University of Portland	1

University of Alberta	25
Grant MacEwan University	27
NAIT	2
Concordia University College	5
The King's University College	2

Edmonton

Athabasca

Athabasca University	4

Lacombe

Canadian University College	4

University of Calgary	22
Mount Royal University	24
SAIT	2
Ambrose University College	6
St. Mary's University College	4

Calgary

Lethbridge

University of Lethbridge	10

The table below on "Number of Learners and Graduates in Programs Approved on CAQC's Recommendation" shows the FLE enrolments for 2011-2012 and the number of graduates since program implementation in CAQC-recommended programs by institution. A significant number of enrolments and graduates originate from the programs offered by new degree granting institutions including Grant MacEwan University, Mount Royal University, NAIT and SAIT. Of the total number of 13,719.6 FLE enrolments and 5,060 graduates, the four new degree granting institutions accounted for the 12,004.4 FLEs and 4,016 graduates, respectively.

Number of Learners and Graduates in Programs Approved on CAQC's Recommendation

Institution	Number of learners (FLE) 2011-2012	Number of graduates (since program approval)
Comprehensive Academic and Research Institutions		
Athabasca University	60.2	8
University of Alberta	178.9	56
University of Calgary	563.1	254
University of Lethbridge	131.0	26
Total	**933.2**	**344**
Baccalaureate and Applied Studies Institutions		
Grant MacEwan University	5749.9	1791
Mount Royal University	5420.7	1729
Total	**11170.6**	**3520**
Polytechnical Institutions		
NAIT	718.5	496
SAIT	115.3	0
Total	**833.8**	**496**
Independent Academic Institutions		
Ambrose University College	123.4	48
Canadian University College	22.6	6
Concordia University College of Alberta	61.6	96
St. Mary's University College	164.6	140
The King's University College	33.8	33
Total	**406.0**	**332**
Non-resident Institutions		
Andrews University	3.5	0
Cape Breton University	19.1	13
City University of Seattle	74.0	23
Gonzaga University	86.4	134
Queen's University	117.8	114
University of Northern British Columbia	9.7	10
University of Portland	65.5	74
Total	**376.0**	**368**
Total all institutions	**13719.6**	**5060**

Over the past years, Council has developed various quality assurance mechanisms and tools to provide value-added services through its program assessment and monitoring processes. During the reporting period, some of Council's value-added activities included:

- Assistance with the development/enhancement of the internal quality assurance processes at institutions: One of Council's major roles is to assist institutions with the development and/or enhancement of their internal quality assurance mechanisms. Council's operating Principle 15 states that *Council recognizes that the primary responsibility for academic and institutional quality assurance rests with post-secondary institutions themselves.* Over the past several years, Council has been increasingly working with the new degree granting institutions providing its advice on the design and functioning of their internal quality assurance mechanisms, for example, through providing feedback on draft cyclical program review policies and assessing the results of the cyclical program reviews that were submitted to it. Council's assistance

helps institutions in enhancing their quality assurance processes which, in turn, benefits the learners and the post-secondary system in Alberta as a whole.

- Collaborative delivery of programs: One of the consequences of giving authority to more institutions to grant their own degrees was that this has changed the configuration of institutional roles in collaborative delivery of programs in Alberta. Whereas earlier collaborative arrangements usually involved CARIs (as credentialing institutions) and Baccalaureate and Applied Studies Institutions (BASIs) and/or Comprehensive Community Institutions (CCIs) (as program delivery partners), new degree granting institutions can now play the role of a credentialing institution delivering its approved degree in collaboration with a CCI. Council supports innovative approaches to degree delivery that increase access for students to degree completion options in new locations within the province. However, Council recognizes that the ownership of the degree program offered through a collaborative arrangement and responsibility for its quality is a key responsibility of the credentialing institution. Council has already provided important feedback on Ministry guidelines related to new collaborative arrangements as well as specific advice and monitoring requirements to credentialing institutions on proposed partnerships.

Looking Forward

In the coming year, Council will focus on working towards achieving its goals and priority initiatives as outlined in its newly adopted three-year Action Plan, 2013-2016 including:

Goal 1: CAQC carries out quality review processes that are well-developed, efficient and evidence-based.

- Support collaboration within Campus Alberta by ensuring that new collaborative delivery of degree arrangements, developed on the basis of the programs approved on Council's recommendation, meet Council's quality standards and conditions.
- Refine Council's quality assessment processes and guidelines with respect to program proposals from non-resident institutions.
- Contribute to the Ministry's review of the *Post-secondary Learning Act* and Alberta Education's review of high school credentialing.
- Review CAQC's internal organizational operations to ensure they are efficient and effective.
- Work with Ministry officials to implement appropriate responses to the Minister's review of CAQC.

Goal 2: Council ensures that degree programs approved on recommendation of CAQC continue to meet Council's quality standards and conditions.

- Align CAQC's expectations and practices to reflect Council's new monitoring principles.
- Consider the two-year Quality Assurance Audit Pilot Project report and the possible implications for the monitoring of degree granting institutions.
- Work with the Ministry to ensure alignment of Council's monitoring practices with EAE's priority initiatives 1.3 and 1.5.
- Refine and clarify Council's expectations with respect to the role of faculty scholarship and research in contributing to high quality degree programs.
- Assist in the development of quality assurance processes within Campus Alberta.

Goal 3: Council effectively communicates and collaborates with its stakeholders to maintain quality delivery of degree programs to serve the best interests of learners.

- Increase Council's interaction and dialogue with stakeholders regarding Council's role and processes.
- Through Council's Chair, enhance regular communication with the Minister and senior Ministry officials.
- Through Council's Secretariat, enhance consultation with the Council of Ministers of Education, Canada's Quality Assurance Subcommittee and post-secondary quality assurance agencies in Canada.

In conclusion, Council strives to assist in developing and maintaining a high quality post-secondary system in Alberta which benefits learners, institutional stakeholders and society at large.

Appendix 1

Campus Alberta Quality Council Key Operating Principles

1 The Council **standards** are appropriate to the program level/scope and are comparable to national and international standards. Within this context, Council is open to flexibility and innovation in degree programming.

2 The **best interests of learners** are at the core of Council's activities as it assesses and monitors the quality of degree programs.

Revised to add Principle 2, May 2008

3 The Council respects the foundational role of **academic freedom** in the provision of high quality post-secondary programs.

4 **Peer evaluation** is an essential component of the Council's evaluation of post-secondary degree programs.

5 **Stakeholder participation** is an integral part of the degree appraisal process.

6 The Council acts to develop and retain **autonomy** from influences that may undermine or otherwise affect trust in its functions and decisions.

7 The Council exhibits **equity** in all aspects of its operation. Equity encompasses the idea that applicants are treated fairly but not necessarily identically.

8 The Council exhibits and promotes **openness and transparency** in all its practices and policies. In its commitment to consistency of decision making, the Council aims to develop public trust that all eligible institutions meeting the Council's standards and practices will be able to apply and take part fully in the functioning of the Council under its mandate, administration and processes.

9 Processes established by the Council may be **iterative** in nature when, in Council's opinion, a proposed degree program has the potential for development and improvement.

Principle 9 modified December 2010

10 Within the context of its iterative processes, the Council acts **expeditiously** and in keeping with principles of natural justice.

11 The Council is committed to the **quality assurance review** of its own activities and to the interprovincial sharing of best practices in post-secondary degree program quality assessment. Its processes are dynamic and continuously improving.

12 The Council exhibits and promotes **appreciation of institutional diversity** and respect for institutional autonomy and integrity among the institutions proposing degree programs.

13 The Council ensures that approved degree programs and Council decisions with respect to them are **monitored** and the extent of monitoring is appropriate to the experience of the institution.

14 Members and peer reviewers shall act in accordance with **ethical standards** and abide by Council's code of conduct which includes provisions on conflict of interest.

15 The Council recognizes that the **primary responsibility** for academic and institutional quality assurance rests with post-secondary institutions themselves.

Revised to add Principle 15, December 2010

Appendix 2

Principal Documents and Publications of the Campus Alberta Quality Council

CAQC Handbook: Quality Assessment and Quality Assurance

Documents and publications not included in the *CAQC Handbook*:

Guide for Teams Conducting Comprehensive Evaluations

The guide provides information for external evaluation teams with respect to their role and responsibilities when conducting comprehensive evaluations. The "CAQC Code of Conduct for Reviewers" is included. The last updates to the guide were made in June 2012.

Guide for Teams Conducting Evaluations of Proposed Graduate Programs (Non-Resident Institutions)

The guide provides information for external evaluation teams with respect to their role and responsibilities when conducting evaluations of graduate programs proposed by non-resident institutions. The "Framework for Graduate Program Evaluation" and the "CAQC Code of Conduct for Reviewers" are included. The guide is reviewed and updated as needed. The last updates to the guide were made in June 2012.

Guide for Teams Conducting Evaluations of Proposed Graduate Programs (Resident Alberta Institutions)

The guide provides information for external evaluation teams with respect to their role and responsibilities when conducting evaluations of graduate programs proposed by resident Alberta institutions. The "Framework for Graduate Program Evaluation" and the "CAQC Code of Conduct for Reviewers" are included. The guide is reviewed and updated as needed. The last updates to the guide were made in June 2012.

Guide for Teams Conducting Evaluations of Proposed Undergraduate Programs

The guide provides information for external evaluation teams with respect to their role and responsibilities when evaluating proposed undergraduate programs. The "Framework for Program Evaluation" and the "CAQC Code of Conduct" are included. The guide is reviewed and updated as needed. The last updates to the guide were made in July 2011.

Guide for Teams Conducting Organizational Evaluations (Resident Alberta Institutions)

The guide provides information for external evaluation teams with respect to their role and responsibilities when conducting organizational evaluations of first-time applicants. The "Framework for Organizational Evaluation and Scorebook" and the "CAQC Code of Conduct for Reviewers" are included. The guide is reviewed and updated as needed. The last updates to the guide were made in July 2011.

Guide for Teams Conducting Organizational Evaluations (Graduate Programs) - Resident Alberta Institutions

This guide provides information for external evaluation teams with respect to their role and responsibilities when conducting organizational evaluations of first-time applicants for offering graduate programs. The "Framework for Organizational Evaluation – Graduate Programs" and the "CAQC Code of Conduct for Reviewers" are included. The guide will be reviewed and updated as needed.

Hosting a Site Visit

This document offers guidance to institutions to assist them in preparing for a site visit by a Council-appointed external evaluation team. The document is reviewed and updated as needed. The last updates to the guide were made in September 2011.

Toolkit for Off-site and Cross-border Delivery of Programs

The toolkit provides resources for institutions planning to deliver programs off-site or internationally and includes principles, a checklist and an annotated bibliography.

Appendix 3

Campus Alberta Quality Council Member Information

(as of March 2013)

Dr. Olive Yonge (Chair) *Term: 4 August 2011 to 30 June 2014*

Dr. Yonge is a Professor in the Faculty of Nursing and currently holds a Vargo Chair in Teaching. She is a 3M Teaching fellow. She held the position of Vice Provost of Academic Programs at the University of Alberta from 2005 to 2010 and previously served in Associate Deanships in the Faculties of Graduate Studies and Research and Nursing.

Dr. Peter Mahaffy, Vice-Chair *Term: 13 July 2012 to 30 June 2015*

Dr. Mahaffy is Professor of Chemistry at The King's University College, and Chair of the Chemistry Education Committee of the International Union of Pure and Applied Chemistry. He is a recipient of the National 3M Teaching Award and a previous member of the Private Colleges Accreditation Board.

Dr. Judy Eifert *Term: 1 July 2010 to 30 June 2013*

Dr. Eifert served as Provost and Vice-President Academic, Dean of Continuing Education, Dean of Community and Health Studies, and Department Chair of Nursing at Mount Royal College (now Mount Royal University). She currently works as an educational consultant to colleges and universities in Canada.

Dr. Paul Gooch *Term: 30 January 2012 to 29 January 2015*

Dr. Gooch is Professor of Philosophy and President & Vice-Chancellor of Victoria University, federated with the University of Toronto. He has held various academic administrative posts at the University of Toronto, including Vice-Provost, decanal positions in the School of Graduate Studies, and chair of Humanities at the Scarborough campus.

Dr. Jane O'Dea *Term: 1 July 2010 to 30 June 2013*

Dr. O'Dea is a professor (Philosophy of Education) and former Dean of Education at the University of Lethbridge. A recipient of the University's Distinguished Teaching Award, she is also well known for her work with the Blackfoot community and has been awarded the honorary title, Kaaahssinnoon (Blackfoot Eminent Scholar) by Mi'Kai'Sto (Red Crow Community College).

Dr. Margaret (Peggy) Patterson *Term: 2 September 2011 to 13 June 2014*

Dr. Patterson, former Chief Academic Officer and Associate Vice-President (Student Affairs) at the University of Calgary, is a professor of Higher Education Leadership, the founder and Director of the Canadian Centre for the Study of Higher Education, and is a former member of the Alberta Council on Admissions and Transfer.

Dr. Art Quinney *Term:13 July 2012 to 30 June 2015*

Dr. Quinney is a professor emeritus of the University of Alberta, former Chair of the Department of Physical Education and Sport Studies, and former Dean of Physical Education and Recreation. He was Associate Vice-President (Academic) from 2000-2002 and Deputy Provost from 2002-2007.

Dr. John Waterhouse *Term: 1 July 2010 to 30 June 2013*

Dr. Waterhouse is the former Vice President Academic and Provost at Simon Fraser University, former Dean of Business at Simon Fraser University and former Professor of Business at the University of Alberta and the University of Waterloo. He has served on a number of national and international committees.

Dr. Robert Woodrow *Term: 1 July 2010 to 30 June 2013*

Dr. Woodrow is a Professor of Mathematics and Statistics at the University of Calgary. He is the former Deputy Provost and Associate Vice-President (Academic) and served as Associate Dean and Vice Dean in Science. He has been active with mathematics outreach and the activities of the Canadian Mathematics Society.

NOTES

www.caqc.gov.ab.ca